

B. On Duty - Industrial

Marine Corps lost time industrial cases – those when civil service workers lose time after the day of injury or illness – steadily decreased by 26% during the FY95 – 99 period. There were an average of 774 lost time cases per year during FY95 – 99. The FY95 baseline was 5.68 cases per 100 workers while the rate for FY99 was 4.2 cases per 100 workers. However, this rate is still double the Navy and Federal agencies average lost time case rates. Compensation costs for the same period decreased slightly from \$19.2M to \$18.9M. The top five causes of injuries and illnesses were: (1) traumatic multiple strain, (2) traumatic back sprain, (3) bruises, contusions, and abrasions, (4) traumatic disability, and (5) cuts and lacerations. Reductions in occupational mishaps and compensation claims are attributed to an increased emphasis on accident prevention programs.

C. Off Duty - Private Motor Vehicle

Private motor vehicle mishaps are the leading category of accidental death and injury to Marine Corps personnel. Over the past ten years, the Marine Corps’ annual private motor vehicle fatality rate has never been below any of the annual rates of the other military services. Over this period, the Marine Corps has averaged 31.2 private motor vehicle fatalities per 100,000 personnel per year while the Air Force has averaged an approximate rate of 12.5. Mishap analysis consistently shows that vehicle operator error and poor driving attitudes are primary causal factors in most Marine Corps motor vehicle mishaps. National motor vehicle statistics show that the younger the age of a vehicle operator group the higher the fatality rate. Approximately 65% of the Marine Corps is less than 26 years old. Statistics also show that 31% of Marines under 26 years of age have not taken the Driver Improvement Training Course.

D. Off Duty - Recreational

Mishaps in this category generally include slips, trips, falls, burns, back strains, sprains, and broken bones. However, fatalities in this area also result from drowning, gunshot, alcohol poisoning, and working on POVs. The average number of Marine Corps recreational mishaps reported from FY96 – 00 is approximately 300 per year. The fatality numbers show a downward trend from FY96 to FY00, with 16 versus 6. The largest number of these fatalities resulted from drowning which occurred either in high-risk situations, e.g. hurricane conditions, or were alcohol related. In each fatality, poor personal decision-making was a significant factor.

VI. Goals

A. Training

- All MATCOM personnel assigned to safety billets will complete required safety training in accordance with MCO P5100.8F within 90 days of assignment.
- All MATCOM personnel will receive ORM training by the end of FY01.
- All MATCOM personnel will apply ORM in all planning and execution, while both on and off duty.
- All MATCOM Marines under 26 years of age will attend the Driver Improvement Training Course within 90 days of assignment to MATCOM.

B. On Duty Mishap Reduction

- Reduce overall occurrence of injuries to our civilian employees by 15% per year for the next 5 years.

VII. Awards and Incentives

We must emphasize the positive aspects of complying with the MATCOM Strategic Safety Plan. Our intent is to recognize and reward individuals and units for their success in mishap prevention. Safety awards and incentives exist at the local level, higher headquarters, and outside agencies for both individuals and units. MATCOM must seek avenues to better highlight and award safety accomplishments.

VIII. End State

Leaders at all levels are responsible for implementation of this safety plan. We must focus on prevention through education and leadership. This will require a fundamental change in thinking by all personnel. This change in thinking can only come about through the consistent application of training, high standards, integrity, accountability, and enthusiasm. The success of mission accomplishment is ultimately determined through our people. Our people are our most precious resource and, as such, we must do whatever it requires to take care of them.

IX. Safety Websites and Points of Contact

A. Websites

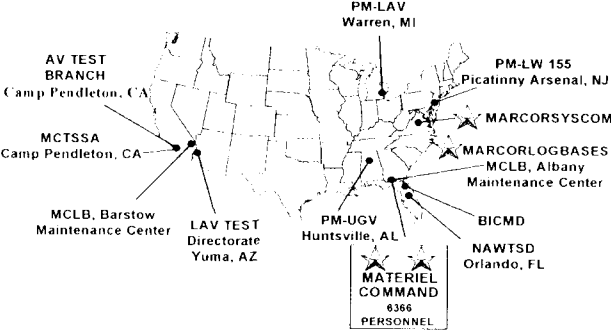
- <http://www.hqmc.usmc.mil/safety.nsf>
- <http://safetycenter.navy.mil/>
- <http://safety.army.mil/home.html>
- <http://www-afsc.saia.af.mil/>
- <http://www.osha.gov/>
- <http://www.cdc.gov/niosh/homepage.html>
- <http://nrc.uchsc.edu/>
- <http://www.oshelink.com/>

B. Points of Contact

- Marine Corps Safety Center (DSN 224-1202, Com1 (703) 614-1202)
- Naval Safety Center (DSN 564-3520, Comm (757) 444-3520)
- Safety and Occupational Health Manager, MCLB Albany (DSN 567-5249, Comm (229) 639-5249)
- Headquarters Materiel Command, Chief of Staff (DSN 567-7261, Comm (229) 639-7261)
- Headquarters Materiel Command, Assistant Safety Manager Operations Officer, Operations Department (DSN 567-7302, Comm (229) 639-7302)
- Safety Officer, MCLB Barstow (DSN 282-6722, Comm (760) 577-6722)
- Environmental and Safety Program Manager, Blount Island Command (Com1 (904) 696-5004)
- Safety Division, MCB Quantico (DSN 278-2866, Comm (703) 784-2866)



**MARINE CORPS
MATERIEL COMMAND
COMMANDER’S
SAFETY CAMPAIGN PLAN**



Letter from the Commanding General

As we encounter the increased demands and challenges of the 21st Century, it is imperative that we maximize every available opportunity to preserve Marine Corps assets, both human and materiel. While the mission of MATCOM is focused on the Life Cycle Management of the materiel needs of our Corps, we must be even more concerned with the safety and well-being of the Marines and Sailors, and Civilian-Marines who are our most precious resources within the Command and our Corps.

Regretfully, the Marine Corps currently suffers the highest fatality and serious mishap rate among the uniformed services. These rates reflect tragic loss of life and serious injuries – highly trained individuals whose deaths and injuries attack our emotions, our resources, and ultimately our readiness. Annually, an average of 108 Marines die due to mishaps, suicide, homicide, and disease. Additionally, 2500 Marines are lost to physical disability. This results in an unplanned resource expenditure of \$286.5 million, lost mission capability, the additional requirement in the training of replacements and lost time. This situation is unacceptable and demands immediate attention throughout the Marine Corps, to include this command, to heighten safety awareness.

In an effort to heighten safety awareness, the Marine Corps is embracing the concept of Operational Risk Management (ORM). ORM is based off the understanding that safety and operations must intertwine in such a manner that risk management and safety are part of all missions, exercises, and daily evolutions. While ORM is packaged as an institutional set of guidelines for planning and execution, it is in fact an effective and common sense approach for preparing our Marines, Sailors and civilians for any endeavor. ORM assists leaders in looking forward, identifying hazards, assessing risks, making control decisions, implementing controls, and supervising. All MATCOM personnel should take a similar approach when beginning any off duty activity, as well. While ORM is not the answer to all the Marine Corps' safety problems, it will point personnel following its principles toward the proper direction. I charge all leaders within MATCOM to take the time to understand and employ the principles of ORM toward their daily activities and present the ORM concept to all personnel under their cognizance.

It is crucial that all MATCOM Marines and Civilian-Marines recognize the importance of safety and its critical role in achieving Materiel Life Cycle Management and how readiness, people, and innovation are adversely impacted when safety is overlooked. It is my plan to elevate safety as a priority to all individuals assigned to, employed at, and involved with the Marine Corps MATCOM.

P. M. Lee, Jr.
Commanding General
Marine Corps Materiel Command

I. Introduction

MARADMIN 216/00 published in April announced the Marine Corps' 21st Century Safety Campaign. The Safety Campaign provides specific guidance to Commanders for executing their safety programs and the establishment of a Marine Corps Executive Safety Board chaired by the Assistant Commandant of the Marine Corps. Despite the efforts of the Safety Campaign, the Marine Corps lost a total of 107 Marines as a result of on and off duty mishaps during FY00. Fatalities of this magnitude must not continue to deplete our most precious resource, our people.

The situation is clear. We must eliminate avoidable accidents. This must be approached through a concerted application of leadership, common sense and discipline; resources that are available to the Marine Corps in abundance. This command's approach toward improving safety will center on the common focus of Accountability, Staffing, and Training.

II. Common Focus

A. Accountability

Within the Marine Corps, individuals have always been held accountable for their actions. Commanders are always held accountable for everything their command accomplishes or fails to accomplish. We must apply the importance of safety to every decision and act. In order to succeed, we require accountability at every level from the individual up to the highest-level commanders.

Effective immediately, the executive officer or deputy commander within each command is responsible for the execution of safety policy. Fitness reports will include mandatory comments on the executive officer's and deputy commander's fulfillment of safety responsibilities. All Marines shall be held accountable for their actions, both on and off base. Rules and regulations that govern on-base conduct will be equally applied to off-base conduct. Marines will be disciplined for failure to utilize required safety equipment when off duty or off base, such as failing to wear seatbelts and not using helmets or reflective vests while operating motorcycles.

B. Staffing

Identification of safety personnel staffing requirements remains an ongoing challenge. All MATCOM units must review and recommend revisions to Tables of Organization to ensure that the proper grade and number of safety billets are established and staffed. The objective is to make safety and risk-management trained personnel available to each unit in order to facilitate their mishap prevention efforts and operational readiness.

Safety professionals are highly valued jacks-of-all-trades. To meet the numerous requirements of all the various

safety programs, they must be trained in a variety of safety-related disciplines and serve in designated billets for a specific tour length. Commanders should ensure personnel assigned to safety billets remain in the billet long enough to provide a level of continuity and consistency, and to take advantage of their technical training. Assigning personnel to safety billets less than two years is not cost effective.

C. Training

Training is what makes the Marine Corps the premier fighting force in the world. Standards are established and all training is conducted to those standards. Sufficient time must be blocked for individual training. Training is conducted by leaders and monitored by commanders. Training for safety should be thought of in the same manner.

Specific safety courses exist for new full time and collateral safety officers, safety managers, safety specialists, personnel responsible for investigating mishaps, executive officers, and commanding officers. Special Occupational Safety and Health (OSIH) training courses are also available, to include General Industry Safety Standards, Introduction to Hazardous Materials, Radiation Safety, and Electrical Standards. Personnel assigned to safety billets must be afforded the opportunity to attend requisite training. Due to the routine turnover of designated safety personnel and contracted training schedules, less than half of those assigned to ground safety billets attend required training within 90 days of assignment. We must seek innovative solutions to the problem of providing the right training to our safety officers and managers.

III. MATCOM Safety Group

In order to facilitate the involvement of MATCOM senior leadership in promptly addressing the reduction of on and off duty mishaps, injuries, and fatalities to Marines and Sailors, their family members, and our civilian personnel, the Commanding General, Marine Corps Materiel Command has established a MATCOM Executive Safety Group. The Commanding General, MATCOM chairs this Group and membership consists of:

- Commanding General, Marine Corps Logistics Bases
- Commanding General, Marine Corps Systems Command
- Commanding Officer, Marine Corps Logistics Base Albany
- Commanding Officer, Marine Corps Logistics Base Barstow
- Commanding Officer, Blount Island Command
- Commander, Maintenance Center, Albany
- Commander, Maintenance Center, Barstow

This Group will provide recommendations to raise safety and suicide prevention awareness throughout Materiel Command through training, safety inspections, stand-downs and fairs, Semper Fit Programs, Marine Corps Community Service Programs, or other innovative means to promote safety awareness. The MATCOM Executive Safety Group will meet at the direction of CG, MATCOM.

IV. Operational Risk Management (ORM)

ORM is the process of identifying, assessing and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits. ORM is not a safety program but a risk management process and leadership tool. ORM incorporates a five step process where: (1) hazards are identified; (2) risks are assessed; (3) control decisions are made; (4) controls are implemented; and (5) supervision is carried through. This process provides operators and planners at all levels an effective method for maintaining readiness in peacetime and ensures readiness for combat without infringing upon the prerogatives of the commander. The ORM process is based on the following principles:

- Accept risk when the benefits outweigh the cost.
- Accept no unnecessary risk.
- Anticipate and manage risk through planning
- Make risk decisions at the proper level.

By rigorously using the ORM process, an environment will be created where every leader, Marine, Sailor, and civilian is trained and motivated to personally manage risk in everything they do, both in peacetime and during conflict, thus successfully completing all operations with minimum risk.

V. Mishap Statistics and Trends

A. On Duty - Ground

From FY95-99, the Marine Corps averaged over 338 Class A, B, and C mishaps annually at a cost of over \$106 million dollars. Operational fatalities averaged 13 per year during this period. More than one-third of all on duty fatalities during this time period involved vehicles, both tactical (23) and commercial (5). Speed and lack of wearing protective devices were causal factors of vehicular mishaps and fatalities. Of all on duty-ground mishaps during this period, ninety-five percent were attributed to individual and supervisory factors, while the remaining five percent were the result of mechanical failure or equipment design.